

DD/S 72-4630

MEMORANDUM FOR: Director of Communications
 Director of Finance
 Director of Logistics
 Director of Medical Services
 Director of Personnel
 Director of Security
 Director of Training

SUBJECT : QSI Standards

REFERENCE : Memo dtd 12 July 72 for DD/S Office Heads, subj:
 Career Management Standards (DD/S 72-3973)
 3743

1. At our meeting on 23 August, we discussed the standards applied by the various Offices in recommending Quality Step Increases. Subsequent and responsive to that discussion [] prepared the attached. It is evident we are in good shape but there may be an idea or two which someone else can use.

2. If you will refer to the referent memorandum, you will be reminded, as I am, that we are committed to get together to discuss executive development. By early January there should be something more solid on PDP from the Executive Director and the Deputies. I'll try to get a meeting set then.

Robert S. Wattles
 Assistant Deputy Director
 for Support

Att

Cy of Note dtd 10 Oct 72 for Mr. Wattles via []
 fr [] re subj

ADD/S:RSW/ms (27 Dec 72)

Distribution:

Orig - D/CO, w/Att

1 - DD/S-CMO, w/Att

1 - Ea Other Adse, w/Att

1 - RSW Chrono

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1 - DD/S Subject, w/Orig of Att & Ref

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10 October 1972

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NOTE FOR: Mr. Wattles via

1. In your memorandum, DD/S 72-3373, on Career Management Standards you set forth the intention of pulling together individual office approaches toward granting Quality Step Increases. It was intended that this information be shared between the services, allowing each to maintain individual latitudes of application. By this method each Office would be aware of the range of unusual criteria, selection procedures, office technique, etc. used within the Directorate.

2. The Career Services have responded to our request for information on their procedures and standards for QSI recommendations. Only two Services use published guidelines to supplement the criteria of Agency Regulations. For the most part Career Service Boards review nominations and make a recommendation regarding each to the Head of the Career Service. The only exception is the Finance Career Service which skips the Career Service Board consideration. A capsule review of notable individual Career Service practices follows:

Office of Communications - In its written guidelines, the Office of Communications states that QSI's are intended to recognize and reward sustained high quality performance. The most recent fitness report of a nominee should be at the over-all Strong level or better. Assignment in a PRA position obviates the possibility of earning a QSI. A minimum of 52 weeks must elapse after the granting of a QSI before one may be considered again.

Office of Logistics - All Outstanding Fitness Reports on SL Careerists are reviewed by the Career Service Board to determine whether or not a QSI recommendation is in order. Agency Regulatory guidelines are followed as the criteria for recommendation and approval of QSI's. Within OL, QSI's are currently being used for performance rewards in lieu of promotions due to the Office's limited upward mobility possibilities.

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Office of Medical Services - The purpose of QSI's in the Office of Medical Services is to encourage and reward excellence. A QSI is not granted in lieu of promotion by this Office if an employee is eligible for promotion to a higher grade.

Office of Personnel - No procedures or criteria are applied by the Office of Personnel in the granting of QSI's other than those set out in Agency Regulations. Taken into consideration on a recommendation are length of Agency service, time in current grade, whether a QSI has been granted a nominee before and when, the grade of the position the person is in and how long one has functioned in his current job.

Office of Security - In its published criteria for QSI's, the Office of Security states that the QSI is intended to recognize strong and effective performance. QSI's must be separated by an interval of 52 weeks and should not become a routine submission. The Career Service Board reviews QSI recommendations ensuring that Strong performance has been reported in the last three fitness reports at the recommendee's current grade, and that the employee is currently rated Outstanding in his principal duty. A QSI may be recommended by the Board if, for some reason, the employee is not promotable.

Office of Training - The QSI is used by the Office of Training to reward high quality performance and extra effort in special projects. It is employed primarily when an individual is not in a promotable position.

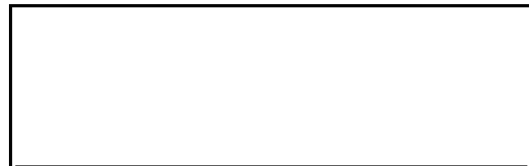
Office of Finance - Office of Finance applications of the QSI are directed toward rewarding a typical and high quality performance exceeding normal requirements. On occasions the Career Board will recommend the granting of a QSI based upon an individual's excellent performance when he possesses little advancement potential.

S - The Support Career Service does not use Quality Step Increases in lieu of promotions in its career development scheme. QSI recommendations are reviewed by a Career Board against the criteria established by Agency Regulation.

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3. In toto the Career Services memoranda have shown that they rely very heavily upon the Agency Regulations for guidance in the granting of QSI's. They have developed only limited precepts to supplement the procedures of the Regulations and their stated goals. I suspect that each Career Service would find small variances, at most, with the practices of the other services. Should you like, I can have the individual Office submissions on this subject reproduced for distribution to the other Career Services; or if you prefer a summary made up to cover each Office's procedures.



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Per RSW - suspend until his
return from leave - for follow-up
then.

SUSPEND: 13 Dec 72

MR. WATTLES



STAT

MR. COFFEY

27 NOV 1972

The attached is re
para 3; action not yet
complete re para 4.

MR. WATTLES

PROPOSE TO COPY THIS
AND SHARE WITH ALL OFFICES.
SO LITTLE DIFFERENCE AMONG
THEM I SEE LITTLE PURPOSE
IN PURSUING FURTHER.

B

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KSU -

Anything new
on paras 3 & 4 item?

JWC

17 OCT 1972

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Acting DD/S CMO Rm 2E45, Hqs		
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
Remarks: George - Request you contact each Career Service in the Support Directorate and get from them their criteria or whatever on QSI's and pull together a description which in total can be provided to the Offices. <div style="border: 1px solid black; width: 150px; height: 40px; margin: 10px auto;"></div> Robert S. Wattles Att Cy of DD/S 72-3373			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Acting DD/S 7D18, Hqs			28 AUG 1972
UNCLASSIFIED	CONFIDENTIAL	SECRET	

FORM NO. 237 Use previous editions
1-67

(40)

ADD/S:RSW/ms (29 Aug 72)

Distribution:

Orig RS - Adse, w/cy of Att

1 - DD/S Chrono, w/cy of Att

1 - DD/S Subject, w/orig of Att & Background (DD/S 72-2743)

DD/S 72-3373: ADD/S MFR dtd 29 Aug 72, subj: Career Management Standards

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DD/S 72-3373

20 AUG 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Career Management Standards

1. This is to record the substance of the discussions in our meeting on 23 August 1972.

2. After some discussion it was agreed that a Directorate Board for the review of honor award recommendations was not necessary, but that whenever the DD/S or the ADD/S questioned the level of the award being recommended it should be resolved with the Head of the Career Service concerned. (In some cases it might require three parties when the component making the recommendation is different from that represented by the Career Service.)

3. Considerable discussion was given to the standards applied in recommending Quality Step Increases, and it was the sense of the group that it would be a good idea to consolidate the criteria used by the respective Offices/Career Services. It was not agreed that we should attempt to establish a single criteria for the Directorate but that a sharing of information about the criteria used by the different Offices would move toward a consistency of standards and tend to diminish any inequities which may result from current practice. The ADD/S will have someone in his staff pull this material together.

4. On the broader question of common Career Service practices, it was agreed that so far as executive development is concerned there should be some commonality of system among the Support Career Services, particularly as concerns core courses, but recognizing that special training in the disciplinary areas would always be necessary. In an attempt to develop some kind of inter-Career Service cross training, it was the sense of the group that a program of in depth orientation should be developed. The argument was made that if we can afford to release officers of appropriate grade for the five months of the Armed Forces Staff College we could as well release them for a Support orientation program of the same length. This concept needs more discussion and will be taken up at another meeting of the group in the near future.

[Redacted Signature]

Robert S. Wattles
Assistant Deputy Director
for Support

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ADD/S:RSW/ms (28 Aug 72)

Distribution:

1 ea to: DDCO (via)

DD/F

DD/L

DDMS

DD/Pers

DD/Sec

DDTR

1 - Acting DD/S CMO

1 - DD/S Chrono

1 - DD/S Subject, w/Background (DD/S 72-2743) (orig) ✓

1 - RSW Chrono

STAT

EYES ONLY


DD/S 72-2743

12 JUL 1972

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Career Management Standards

You will recall conversations we have had about the desirability of having consistency in the standards or criteria we apply in career management among the Support Career Services. The suggestion was made that as a start I meet with your respective Deputies to develop at least some preliminary positions. Will you please discuss this with them and, of course, if you wish, toss it to your own senior career boards. I will plan to convene a session on this subject in the not too distant future. If we can pull together a position paper such would provide the basis for the session between yourselves and the DD/S. I think that some of the subjects we should cover would include new professional employment, entrance grade levels, time in grade criteria, promotion standards, executive development, and training ladders. At the top of the pyramid of course comes a critical question for the DD/S that of the identification and selection of the senior officers both in the Directorate as a whole and at the top of the component career services.


Robert S. Wattles
Acting Deputy Director
for Support

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A-DD/S:RSW:llc (11 July 1972)

Distribution:

- O - D/Commo
- 1 - EaAdditional Addressee
- 1 - DD/S Chrono
- 1 - DD/S Subject

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